

**SECRET**

. . . . The 35th meeting of the CIA RETIREMENT BOARD  
convened at 2:05 p.m. on Tuesday, 10 May 1966, in room 5E62 Head-  
quarters, with the following present:

25X1A9a Mr. Emmett D. Echols, Chairman  
[REDACTED] DP Member  
[REDACTED], DDP Member  
[REDACTED] &T Member  
25X1A9a Mr. Alan M. Warfield, DDS Member  
[REDACTED] DS Member  
[REDACTED] Finance Adviser  
[REDACTED] Executive Secretary  
[REDACTED] Recording Secretary

MR. ECHOLS: First, the Minutes of the 34th Meeting.  
And I think that I would like to take some exception to the first paragraph  
here. I'm not sure that I can agree that the Director of Personnel  
should assist people "to develop their best case." I'm not sure that  
that is proper. How do you all feel about that? It seems to me  
certainly we should give them technical advice and guidance, but to  
actually assist someone to put forth his best case would seem to put me  
in the position of having a conflict of interest, really--

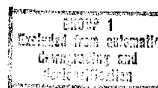
25X1A9a MR. WARFIELD: I think it's Personnel - the generic  
term. Certainly -- and as I think [REDACTED] mentioned -- the  
benefits and casualty people assist--

MR. ECHOLS: That is right, and we do not assist a man  
in, for example, putting through a grossly exaggerated case--

MR. WARFIELD: No, but you assist him in putting forth  
the best case he's got.

MR. ECHOLS: The complete case -- so we give him the  
best technical guidance we possibly can, although we don't necessarily  
assist him in putting forth his best case. Maybe I'm trying to make too

**SECRET**



**SECRET**

fine a distinction here. I don't want to be in the position of distorting the truth--

MR. WARFIELD: Your point evades me, unless you're thinking of doing it personally. But I think if you use Director of Personnel to mean an area of responsibility -- I can't see why someone on your staff couldn't provide this assistance.

MR. ECHOLS: Well, all right -- just so it's understood--

25X1A9a

[REDACTED] Just say the Office of Personnel.

MR. ECHOLS: Of course, there's another escape here -- it says "who have a valid claim" -- so this would exclude the man with a phoney claim or a grossly exaggerated claim. So, with that understanding, I'll accept this.

25X1A9a

[REDACTED] I read it sort of as Alan did, that it was the Personnel Office -- in the Office of Communications, for example, whoever was the Personnel man would be helping these people as they prepare their cases -- not you personally.

25X1A9a

[REDACTED] I forget the context in which this proposed insertion was to occur, but it seems to me that there are many other elements besides the Director of Personnel who are helping people develop their best cases, including Finance--

25X1A9a

[REDACTED] point was that people were submitting their requests without the benefit of the sort of information that should be included here to best present their case, and he just felt that more help should be given to them--

MR. ECHOLS: Well, if that is what it means I will gladly accept that for the Office of Personnel.

25X1A9a

[REDACTED] This was specifically tied in, I think, with

**SECRET**

## SECRET

the case we had considered which was developed on the point of the heart attack and it didn't seem to have any relevancy. I think that this statement was put in here so that you could provide guidance and help so that the claim, or the valid claim, would be relevant to the circumstances, within the framework of the regulations and the law.

MR. ECHOLS: Okay. As such, I will accept it.

25X1C4a

MR. WARFIELD: And at the same time we had the case of the guy who wanted to claim his duties [REDACTED] qualifying service.

25X1A9a

[REDACTED] I'm not sure their best case was really what we were talking about. What we were talking about was to develop material relevant to the presentation of their case.

25X1A9a

[REDACTED] How best to present his case, whatever it is. I don't think you make the case for him.

MR. ECHOLS: If you say "to properly present their case", I could accept this.

25X1A9a

[REDACTED] I think that would be better than this implication that you were going to get them in in some way.

25X1A9a

[REDACTED] There is no question that individuals have a pretty poor idea of what they need. I just had one where he talked about the volume of work, and the number of people he supervised, and went on and on about things like that -- which is fine if you're trying to get an increase in grade structure or something, but having little or no bearing on his qualifying service. This is the type of guidance that I think we have in mind.

MR. ECHOLS: Would you accept this change: "to properly and effectively present their case"?

MR. WARFIELD: Or just "properly".

## SECRET

**SECRET**

25X1A9a

[REDACTED] And effectively.

MR. ECHOLS: I'd go that far, gladly -- to help someone effectively present their case.

25X1A9a

[REDACTED] The word "valid" sort of prejudices the thing, too.

MR. ECHOLS: Okay. Are there any other additions or corrections to the Minutes of the 26 April meeting? (No response.) If not, we will accept them as corrected.

25X1A9a

[REDACTED] Now, our first case today is an individual, age 50 --  
[REDACTED] -- who wishes to apply for voluntary retirement. The request has been endorsed by the Head of his Career Service, and it has been checked out by our staff and he meets all of the criteria -- and he does have the 60 months of qualifying service. Any discussion on the case? (No response.) Does anybody know why this man at age 50 is exercising his right to apply for voluntary retirement?

25X1A9a

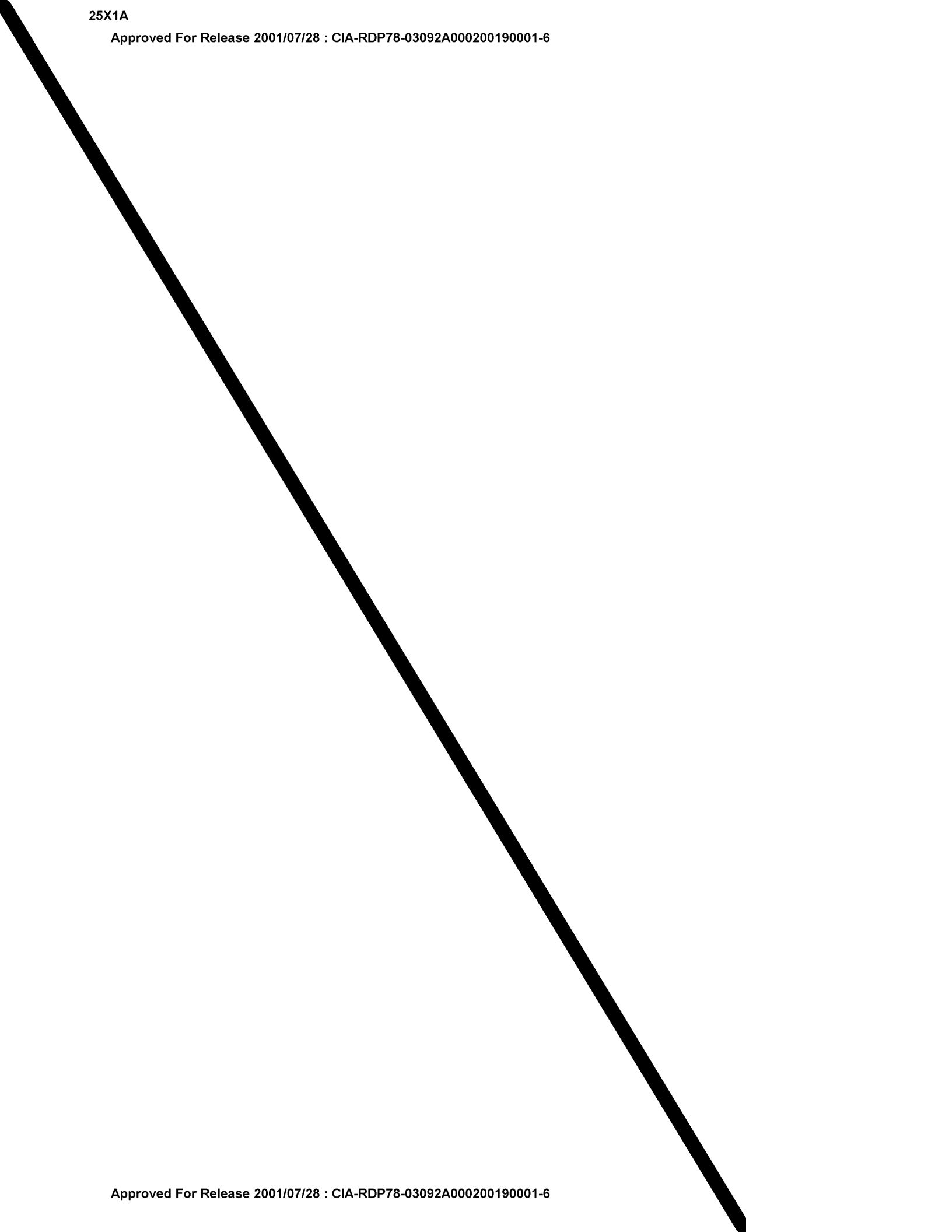
[REDACTED] Yes. For one reason, he was advised to do so -- not that he hadn't been a good and valued employee, but he had reached the point where he was not interested in the operational end of the business anymore, and had not been really a conspicuous success in the operational end. He had been a teacher earlier in his life and felt he would like to go back to teaching, and about two years ago, I believe it was, he came to me, and he was assigned to OTR to more or less test his wings at teaching again. He did so, liked it, picked up his option, and he has a teaching --

MR. ECHOLS: I asked the question only so that the Board would have some feel as to how this is helping us--

25X1A9a

[REDACTED] This is a real case where early retirement

**SECRET**



**SECRET**

Item C is an individual who likewise will be of mandatory retirement age if put into the System. His Career Service intends to request the Director to extend his service until 31 March 1968. I have a memorandum here signed by the DD/P, which I think probably is relevant. (Mr. Echols then read this memorandum to the Board.) So there is a real solid operational orderly turn-over requirement here which I'm sure the Director will honor. This request is addressed to the Director.

25X1A9a

25X1A9a

[REDACTED] I have a question -- again, it isn't [REDACTED] himself, it's just this concept -- I mean, here is a fellow who will be 62 in 1967, which is mandatory even under Civil Service, and I thought we had said something about a man could elect to stay out of the System and stay on under Civil Service but that if he elected to stay in this System he should at least sort of retire by the book. Didn't we sort of incorporate this as one of our policy concepts?

25X1A9a

[REDACTED] I think this is the ultimate desideratum, myself -- but again, this is one of the cases that I would say was in the switch-over period -- the man is abroad, and I don't think it's to the Agency's best interest to bring him home to retire him. But in the future, providing we can avoid it -- and this presents a problem in itself -- we wouldn't send such a man abroad. But on the other hand, we can't have, either, every prospective retiree sitting in Washington for the last two years of their service.

25X1A9a

[REDACTED] I would have thought that this was the type of case that Congress had in mind when they gave the Director the right to extend for one to five years where it was to the best interest of the country -- or however they worded it -- and I would have thought

**SECRET**

**SECRET**

this was an operational type of case where it would be to the best interest of the government--

25X1A9a [REDACTED] I had in mind this agreement that we

seemed to have on the record here. Again, I have no quarrel with

25X1A9a [REDACTED] but this does come up with other people, and I guess each time you have to make this judgment -- I mean, there are people who are in effect saying: If I have to retire at 60 I would rather not join this System, because I'd like to stay on until 62 -- but if you will request a waiver for me, and support it, then I'll be glad to come into this System and also stay on until 62. And I think we sort of have to watch this.

MR. ECHOLS: You're more or less putting the individual completely in the driver's seat there. But here I think the operational interests of the Agency clearly are predominant.

25X1A9a [REDACTED] Each Career Service, admittedly, has to make a case by case judgment.

MR. WARFIELD: On the other hand, the DD/P could extend him to age 65 under the Civil Service Retirement, I think, without reference to anybody. But presumably he doesn't want to do that -- he wants to retire him as soon as he can be replaced, is that correct?

25X1A9a [REDACTED] That is right.

MR. ECHOLS: Certainly this individual is basically deserving of being in the System.

25X1A9a [REDACTED] No question about this individual, no.

MR. ECHOLS: But I see your point.

25X1A9a [REDACTED] As I say, it's more for guidance in

**SECRET**

**SECRET**

subsequent cases that I bring it up.

MR. ECHOLS: Okay. Any objection to this case proceeding as proposed? (No response.) If not, we will so handle it.

Category D are those who meet the basic criteria and have 15 or more years and will thereby acquire a vested interest if they elect to do so. Any discussion on any cases in group D?

25X1A9a

[REDACTED] I move we offer to designate all of these in group D.

MR. WARFIELD: Second.

. . . . This motion was then passed . . . .

MR. ECHOLS: In Category E are individuals who have not quite completed 15 years of Agency service but who will do so within six months and therefore this review will be their 15 year review.

25X1A9a

[REDACTED] I move we offer to designate those under Category E.

25X1A9a

[REDACTED] Support that.

. . . . This motion was then passed . . . .

MR. ECHOLS: Group F consists of 195 individuals who have five years of Agency service, at least, and appear to meet the basic criteria, and are proposed as participants. Any discussion?

25X1A9a

25X1A9a

[REDACTED] Just one question on procedure. Let's take this first case under Category E - [REDACTED] - who has 14 years and 10 months of Agency service. Now what happens when he hits his 15 years? Do you just give him one of these sheets to sign, or not to sign, without it becoming an official Board action? And I just take his case because it's the first one here. My only question is

**SECRET**



Next 2 Page(s) In Document Exempt

**SECRET**

MR. ECHOLS: How are you going to handle the case of 14 years 10 months?

25X1A9a

[REDACTED] I would prefer to put them in the System, as they should be, and come the 15 year point let them exercise their option. This is the way I think it was intended--

MR. ECHOLS: The alternative would be to engage in correspondence with these people overseas and back to try to get assurance ahead of time how they are going to jump at 15. And I think I agree with Phil that that is not--

25X9

MR. WARFIELD: And if out of [REDACTED] cases we've only had two reversals, I don't think that is a problem.

MR. ECHOLS: It's fine if a man happened to be here in Washington and you could call him up on the telephone and he would tell you. But I think the administrative work in trying to do this is completely out of line with what you're going to get out of it.

25X1A9a

[REDACTED] We did have one case that came to my attention last week of a man in Security who intended to opt out at his 15 year election. I called Security and suggested that I talk to him. After discussing the pros and cons of the matter with him, he changed his mind.

MR. ECHOLS: He chose to stay in the System?

25X1A9a

[REDACTED] Yes. It was based on lack of information -- he had read the Bulletin but no one had put it in perspective.

25X1A9a

[REDACTED] I think we could get into a lot of legal problems if you wrote to a man after 14 years and 6 months and you said do you want to get in or stay out, and he said in, or he said out -- well, when his 15 years comes around I'm not sure he can be estopped -- I think at the end of 15 years he is supposed to have that election.

**SECRET**

**SECRET**

25X1A9a

[REDACTED] I think we should stick to the system, and this is the way it was set up.

25X1A9a

MR. WARFIELD: I agree.

[REDACTED] I had questions about some of these other cases, and I guess again it's not clear in my mind as to the benefit of putting people in at these early dates. I notice a number of cases here with 5 years and 4 months' service, one tour of duty overseas, and so on. So much can happen to them, that it doesn't seem to me you have much assurance that you are really putting a good case into the System. I see here two cases, actually, of medical technicians - young people, who had one tour of duty overseas and now they're back at Headquarters-- I think they're kind of poor risks, I should think, for the System. Now is five years really a very realistic length of time in which to try to decide whether you've got somebody who is going to do qualifying service or not? I kind of question it.

MR. ECHOLS: I know Medical Techs who have had more overseas service--

25X1A9a

[REDACTED] Harry's people are probably a better risk, because so many of his people do--

25X1A9a

[REDACTED] We have to fill those overseas medical tech slots -- and many of them - take this fellow [REDACTED] X1A9a again, who happens to be the first case here, he [REDACTED] 25X1A6a

25X1A6a

[REDACTED] he has had a pretty full career overseas. I think the financial aspect of it is the very significant one that you might be overlooking -- I mean, if this program is going to work we need that dual contribution just as early as possible.

**SECRET**

**SECRET**

25X1A9a

MR. WARFIELD: I know, but the concept -- and I wish [REDACTED] was here, because he spoke eloquently about this -- the concept was that these five year reviews would not be a Board action only, they would be a supervisor or Division Chief in the DD/P talking to a case officer and saying: Now, you have been in for five years, you've been overseas, we think that this career is well suited to you -- now how do you feel about it? If he says, "I don't think I like it so much - I'd rather get into RID, or something here in the States" then you pull him out. That was the concept -- am I right, Gerry?

25X1A9a

[REDACTED] I think that is right.

25X1A9a

MR. WARFIELD: It was a chance for a dialogue between the supervisor and the employee, rather than just a Board action.

[REDACTED] Did we put any of that language into that Bulletin? It seems to me we did reduce some of this to language at one point.

25X1A9a

[REDACTED] Isn't it still true, Byron, that when we get money from the Civil Service at any stage we get only the single contribution?

25X1A9a

[REDACTED] Right now we are only getting the employee's contribution for the total service he has had with the Agency and any prior Federal service withholdings. Any (new) legislation would authorize the transfer ..... and increase our total potential income to support the system. However, at the same time that same legislation provides that should the employee be re-transferred to another retirement system the Agency may transfer the Agency's contributions. I was a little surprised at that difference

**SECRET**

**SECRET**

in language -- to us the language reads "shall be" transferred, but when we transfer the man back, say, to Civil Service, the language reads "may transfer".

MR. WARFIELD: Has there ever been any retirement system that the Government has administered, though, that hasn't used appropriated funds to augment--

25X1A9a

[REDACTED] We're not going to make ends meet -- we are going to have to, in the long run, ask for appropriated funds to support this.

MR. WARFIELD: As every other retirement system does, I believe.

25X1A9a

[REDACTED] So we're going through a passing exercise here of giving money back and forth.

MR. ECHOLS: Karl, are you satisfied?

25X1A9a

[REDACTED] Not really. I feel the basic point is still the same -- I don't think that five years, particularly with only one short interval of qualifying service, is really much of a test.

MR. ECHOLS: The reason we're putting the individual in as early as possible is to give him the benefits of the death or disability provisions in the event that during this period of qualifying duty he suffers a misfortune. It's a financial benefit--

25X1A9a

[REDACTED] But it's not terribly significant in that early phase--

MR. ECHOLS: It's 3.75. We also hope to get a special tax benefit, as you may know -- which in some cases will help--

25X1A9a

[REDACTED] These are sort of peripheral benefits but we find in talking to some of the youngsters the mere fact that they are

**SECRET**

**SECRET**

brought in early and know that they are in a system which will provide for early retirement, is important to them.

MR. ECHOLS: Good psychology.

25X1A9a

[REDACTED] Some of our boys think of it as an enlisted man's career -- so, okay, at the end of 20 years I can get out with a pretty good retirement. And to dangle them for years before you put them in or out could be significant. In other words, as the regulation reads at the end of five years if you have 18 months and you're in a career that is oriented toward overseas, you're in, and at the end of 10 years you have to have three years of this overseas service, and finally 15 and five -- and gradually this concept is being publicized and they understand it. As a matter of fact, we have had to do a little explaining why we're waiting five years -- you know, we were bringing them in after three years originally.

MR. ECHOLS: Well, I think we're still considering Category F here.

25X1A9a

[REDACTED] Well, if nobody else has any question about this five year business -- that was my only question on the whole bundle of them.

25X1A9a

[REDACTED] I have no serious question.

MR. ECHOLS: If there is no question, we will put all of those under Category F into the System.

Now, I have some very important new business to bring up. I don't know if you want to talk about it today -- I don't think we should tackle it today, because so many members are absent today. Security has now put forth its best case, if you will, on domestic qualifying duty.

**SECRET**

Next 1 Page(s) In Document Exempt

## SECRET

MR. ECHOLS: Just in case it might strike some sparks in some of you, I had scribbled this off after I got through reading this case today, as to how this might be used for similar cases. I start out with the principle that cases involving domestic qualifying duty should only be considered by the Board after the individual in collaboration with his Career Service believes he has completed 60 months of qualifying duty. In other words, let's not worry about this thing until the man and his Career Service both think that he may have 60 months of qualifying duty. That is rule No. 1.

Rule No. 2. To qualify the individual for any period of domestic qualifying duty he:(a) must have actually performed the type of duties considered hazardous to health and life at recurring times, and such duties must have been an inherent and accepted part of his duties -- in other words, this is part of his normal work requirement -- on call he will perform such duties, and, secondly, he of course must have in fact actually have done it at recurring times. (b) The Career Service and the CIA Retirement Board should agree that the nature of the hazardous or stressful duty was of such severity and frequency to warrant acceptance as qualifying duty. And (c) that any periods of duty of a given type, place, and time which are accepted by the Board as qualifying domestic duty shall usually be held qualifying for other persons performing and subject to identical duties at the same place and period of time -- in other words, if we've got one Security officer at this given location and we say for this six-month period we think these duties qualify, and we've got another guy at the same place performing the exact, same duties, we would automatically say this is a good guide, then, for --

SECRET



**SECRET**

MR. WARFIELD: At what point does the Board want to consider these? If there is the likelihood, in the eyes of the Head of the Career Service, that this individual is going to be sent overseas again, then do we want to go through this exercise? Maybe the individual would be unable to go overseas again because of a family commitment, or whatever -- or maybe even because of some physical condition he was just disqualified for further overseas service -- but surely we don't want to get into all of this agonizing analysis of an individual case if, as Gerry points out, it is likely the fellow is going back overseas again, anyhow.

Security

MR. ECHOLS: I think what <sup>Security</sup> we would like to have, Alan -- maybe they felt that if they had a good understanding of what we would probably accept as qualifying duty, then they would start keeping book on these 40 or 45 people that they may have, so they will build up a record over a period of time and not have to go back 10 years later, or 15 years later, and try to reconstruct periods of qualifying duty.

MR. WARFIELD: I don't know if they have any such a guy but if they had a man say [REDACTED] that had to keep his bags packed all the time and he went out on a courier assignment lasting maybe a week, once a month, or something -- to me that is not living -- that is worse than anything.

[REDACTED] This is a little out of my field, but I would like to be permitted an observation. As I read this I got the impression they were talking in terms of what the Security man was doing first overseas, and the hazardous living with reference to, in many cases, his return accompanying bodies into this country. It would seem to me this might be one criteria, that you should consider that

**SECRET**

**SECRET**

element of time, not just when he reentered the States -- definitely we would give him credit for the overseas, but as a continuation of that particular assignment while still having custody of some of these bodies. And this would tie in with what you're saying (indicating Mr. Echols), that if we could give them a guideline then they could keep tab on that additional--

MR. ECHOLS: I don't think TDY in the States by our present accounting system would interrupt overseas duty.

25X1A9a

[REDACTED] It wouldn't change the credit for it, no, but this TDY as a continuation of protection or custody of some of these bodies they talk about--

25X1A9a

[REDACTED] Maybe the basic question is whether you expect the Office of Security as one group to keep a pretty accurate set of books on the movement of their personnel -- an almost unique set of books--

25X1A9a

[REDACTED] The cases that I had in mind are all people who are at least at the 15 and 5 stage, where it does become significant. Now whether you want to hold that that man should be at the 15 and 5 point, or where he thinks his true overseas plus other qualifying would bring him into the 15 and 5 category and that we don't worry about the man who has only 10 years and 3--

25X1A9a

[REDACTED] Your first point, I think, Emmett, I took to mean that we won't be reviewing the Office of Security people at the end of five years--

MR. ECHOLS: If they've got the 60, it would be a one time--

25X1A9a

[REDACTED] It almost seems to me -- and I realize we made a decision here anybody overseas is automatically in -- but knowing,

**SECRET**

**SECRET**

as each of us does, that there are many jobs overseas completely lacking in hazard, that we are possibly going too far in looking for severity here in the United States service. In my own mind it would seem to me that if the key is proving it very different from any normal government employment, rather than really stressing this hazard to life and health, which, as I say, isn't truly required overseas in many cases. So if we get into this case and you really prove, sort of as you said, that even though he is not doing it on a daily basis but his normal job is such that he is called upon on a fairly regular basis to perform these off-beat jobs, that we shouldn't push it too far as far as the "severity", I think is the word you used there. Again, it's a philosophy of are we really trying to bring people in or hold them out.

MR. ECHOLS: We're trying to bring them in -- but as I recall that "hazard to life or health" I think that went in on a floor amendment, didn't it? And as Tom testified here, we almost lost this whole program, until we went back-- Actually, originally we just wanted what the Foreign Service had -- no more and no less -- that was our original philosophy.

25X1A9a

[REDACTED] Nevertheless, in our interpretation we have interpreted it to cover all people overseas.

25X1A9a

[REDACTED] This won't do us any good as far as the past is concerned, but it might be something to think about -- can you, Emmett, write a regulation defining a dangerous duty assignment?

25X1A9a

MR. ECHOLS: I'd be willing to try.  
[REDACTED] So that the person knows, a priori, it's a dangerous duty assignment and it is accepted as such for qualifying service.


**SECRET**

Next 2 Page(s) In Document Exempt

**SECRET**

vitally interested in this. If we're only talking about 45 people, maybe somehow we can narrow this down and make some decisions on it.

25X1A9a

 It would be a lot easier if we knew what we were doing across the board, though.

MR. ECHOLS: Any other business? Any other discussion? (No response.) If not, the meeting stands adjourned.

. . . . The meeting adjourned at 3:15 p.m. . . . .

**SECRET**